

MEMORANDUM FOR: Executive Committee Members

FROM: Robert M. Gates
Director, DCI/DDCI Executive Staff

SUBJECT: Minutes of the 14 December 1981 Executive Committee Meeting: CORE Recommendations

COPY FOR YOUR INFORMATION

*2/10/82
EO 6
00/00/00*

I think this is a duplicate of an earlier memo.

1. The Executive Committee met on 14 December 1981 to review nine recommendations of the Agency's Cost Reduction and Efficiency (CORE) Committee. Admiral Inman chaired the session; participants included Messrs. Fitzwater (DDA), Stein (DDO), Hineman (DD/NFAC), Taylor (ADDS&T), Lipton (Comptroller), Briggs (IG), Sporkin (GC), Gates (D/OPP), and several DDA representatives. (AIUO)

2. Mr. Lipton reviewed the background of the CORE exercise. [redacted] (DD/OL) then amplified the nine recommendations (see attachment). In response to a DDCI question, [redacted] (OC) said that accelerating the secure voice program (Recommendation 1) would not improve secure communications with other intelligence community components. Admiral Inman noted that he considered such improvement his first priority in this area. The DDCI also asked for clarification of Recommendation 9 on commuted rate travel for TDYs. [redacted] explained this might result in spending more on travel but could save accounting costs. Admiral Inman then requested members' views on the recommendations. (C)

25X1

25X1

3. Mr. Stein opposed consolidating micrographics (Recommendation 4) on security grounds. He noted the need to ensure that employees were not hurt financially if commuted rate travel were adopted. He also questioned where the funds required to implement the recommendations could be obtained given the number of priority unfunded requirements. Mr. Gates expressed similar concerns, deferring to the Deputy Directors who would have to absorb the costs. Mr. Briggs alluded to the long history of the concept of consolidating micrographics and said that he thought it could be done. He also noted that the Information Handling Systems Architect (IHSA) should be kept informed of developments in this area. Regarding the "Blue Blazer" Protective Force (Recommendation 8), Mr. Briggs observed that a recent inspection of the Office of Security surfaced more than just cost problems with the security guard force. (AIUO)

4. Mr. Lipton opined that the Agency could not afford to accelerate the secure voice program at this time. He favored procuring the new printing equipment (Recommendation 3) if possible, which might free up slots to shift to internal TEMPEST testing (Recommendation 2). He endorsed the remaining micrographics because the \$8 million-ADSTAR system was about to become operational. He also noted that NFAC needed to control its genigraphic equipment (Recommendation 5), which supports intelligence production. He, Mr. Taylor, and Mr. Fitzwater echoed earlier remarks on the stringent budget picture. Mr. Fitzwater also said that he endorsed the recommendations presented, but did not think they represented a strong response to the DCI's charge. (C)

5. Admiral Inman noted that he was not surprised at the results, given the drawdown in Agency resources over the last 10 years. Under the circumstances, he concluded that the committee had done well. He suggested that the Comptroller continue the CORE effort as the Agency begins to build its FY-1984 program, looking for areas where substantial investments might free financial and human resources in the out years. As general guidance, he requested members to avoid relying on reprogramming to solve future resource problems and called instead for more long-term planning and discipline. He also noted his belief that common user services can and should work, and the security concerns of DDO in the micrographics case should be able to be accommodated in a consolidated arrangement. (AIUO)

6. The DDCI then reached the following decisions on the specific recommendations:

- Recommendation 1 (secure voice) was not approved, and improving secure communications with outside agencies is to be considered a priority.
- Recommendations 2 and 3 were approved, subject to the availability of funds.
- The CORE is to take another look at Recommendation 4 to determine how micrographics could be consolidated and accommodate NFAC and DDO concerns. CORE should touch base with the IHSA in doing so and report its findings by 15 March.
- Recommendations 5, 6 and 9 were approved.
- DDA is expected to implement Recommendation 7 when it can by using advanced planning.
- A decision on Recommendation 8 will be postponed, pending DDCI review of the Inspection Report on the Office of Security. (C)

7. The meeting was then adjourned. (AIUO)



Robert M. Gates

Attachment:
CORE Recommendations

25X1

EXCOM 81-9056

Distribution:

- 1 - DCI
- 1 - DDCI
- 1 - D/NFAC
- 1 - DDO
- 1 - DDA
- 1 - DDS&T
- 1 - Comptroller
- 1 - IG
- 1 - GC
- 1 - D/OPP
- 1 - EXCOM Chrono
- 1 - EXCOM DDA File
- 1 - ER via ES
- 1 - DD/OL
- 1 - EXCOM Minutes File

25X1

Agency CORE Results

	Savings	Cost/Penalty	CORE Recommendation	EXCOM Action Requested	
1. Acceleration of Secure Voice Program	\$500K/yr., \$900K one-time, improved security	\$7,765K required now	Go	Reprogram \$7,765K	
2. Shift from External to Internal TEMPEST Testing	\$220K/yr.	<input type="text"/>	Go	<input type="text"/>	STAT STAT
STAT 3. New Printing Equipment	\$222K/yr., free <input type="text"/> responsiveness	\$1,200K required now	Go	Reprogram \$1,200K and <input type="text"/>	STAT STAT
STAT 4. Consolidation of Micrographics	\$245K/yr., free <input type="text"/>	Loss of individual office control and compartmentation (IMS and OCR)	Go	Approval and gain <input type="text"/>	
5. Consolidate Genographics and Dicomedica	Unknown	Loss of individual office control (OCO)	Study	Direct Study	
6. Increased Use of Suggestion Awards	\$400K/yr.	\$50K	Go	Reprogram \$50K	
7. Increased Use of Sea Shipments	\$412K/yr.	Decrease in responsiveness	Defer	None	(
STAT 8. "Blue Blazer" Protective Force	\$135K/yr.	<input type="text"/> required	Continue slowly	None	
9. Adopt Commuted Rate Travel for Domestic and Overseas TDY	Unknown, reduce administrative burden	Less flexibility	Apply approach to domestic PCS and study for all TDY	Approval and direct study	

Prepared 2 Dec 81

SUBJECT: (Optional) Follow-up Action on Agency Cost Reduction and Efficiency (CORE) Briefing for the Executive Committee (EXCOM)

FROM:
DDA CORE Working Group Member

EXTENSION

NO.

OL 1 5376

DATE

31 December 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. ~~DD/ODP~~
2D0105 HQS

12/31

J

2. DD

1/6

E

3. file CORE

Attached is a copy of the memorandum to Bill Hart on the subject and his comments. It is being forwarded for your information only. I will take the necessary actions.

Dan

ODP # 81-1774

MEMORANDUM FOR: William N. Hart
Chairman, DDA CORE Working Group

THROUGH: Director of Logistics

FROM:
DDA Core Working Group Member

SUBJECT: Follow-up Action on Agency Cost Reduction and
Efficiency (CORE) Briefing for the Executive
Committee (EXCOM)

REFERENCE: Memorandum for the Record, dated 21 December
1981, Subject: Cost Reduction and Efficiency
(CORE) Briefing for the Executive Committee
(EXCOM)

Bill:

Attached is the referent memorandum for the record on the
subject briefing. I have listed below follow-up actions which I
believe should be taken and have provided space for your comments
and/or approvals.

1. Regarding Acceleration of the Secure Voice Program, the
DDCI (used here to include EXCOM) disapproved the action
but asked that priority be given to the improvement of
secure voice communications between and within other
Intelligence Community agencies. I have discussed this
with and there is little we can do since the
Office of Communications is responsible for such com-
munications within our own Agency only. If you would
like; however, I can forward a memorandum through the
Comptroller to the Deputy for Resource Management to
pass along the DDCI's desires. As another approach, you
may wish to ask the Comptroller himself to do so. Which
approach do you prefer?

ADDA Comment: I suggest you write a memorandum for DDCI signature
informing IC Staff of his desires. *✓*

2. & 3. Regarding the Shift from External to Internal
TEMPEST Testing and New Printing Equipment, EXCOM
supported these programs subject to the
availability of funding which I presume means sub-
ject to Comptroller's willingness to reprogram
funds. You may wish to discuss this directly with
the Comptroller, or, if you prefer, I will write to
him to ask for his decision.

ADDA Comment: If not already contained, these should be added
to the unfunded request with comments referencing

SUBJECT: Follow-up Action on Agency Cost Reduction and Efficiency (CORE) Briefing for the Executive Committee (EXCOM)

4. Concerning Consolidation of Micrographics, he asked that this be studied further, and if you have no objection, I will prepare a memorandum to the Deputy Director for Operations and the Director, National Foreign Assessment Center requesting that a study group be established under OL chairmanship (probably of P&PD) for subsequent reporting to EXCOM.

STAT

ADDA Comment: Concur. *✓*

5. Concerning Consolidation of Genographics and Dicomedica, the DDCI supported further study, and I would suggest that a memorandum to the Director of the National Foreign Assessment Center on this subject be prepared for you by us.

ADDA Comment: Prepare a memorandum for Mr. Fitzwater's signature. *✓*

6. The Increased Use of Suggestion Awards item was approved, and the DDCI indicated that the Comptroller should find money for this purpose. I have to assume that he will do so.

ADDA Comment: No DA action required. *✓*

7. Regarding Increased Use of Sea Shipments, the Office of Logistics will initiate follow-up action on this and will include it in our long-range objectives for monitoring at the DDA level.

ADDA Comment: Concur *✓*

8. Concerning the "Blue Blazer" Protective Force, the DDCI asked that this item be held pending the results of an IG audit of the Office of Security.

ADDA Comment: Concur. *✓*

SUBJECT: Follow-up Action on Agency Cost Reduction and Efficiency (CORE) Briefing for the Executive Committee (EXCOM)

- STAT
9. Finally, on Adoption of Commuted Rate Travel for Domestic and Overseas TDY, I have discussed this with Deputy Director of Finance, and he has agreed to include this in his strategic planning package for monitoring by the DDA.

ADDA Comment: Concur--will track in DA/OF Strategic Planning Session.

AV



STAT

Attachment

cc: Each DDA CORE Working Group Member, w/att